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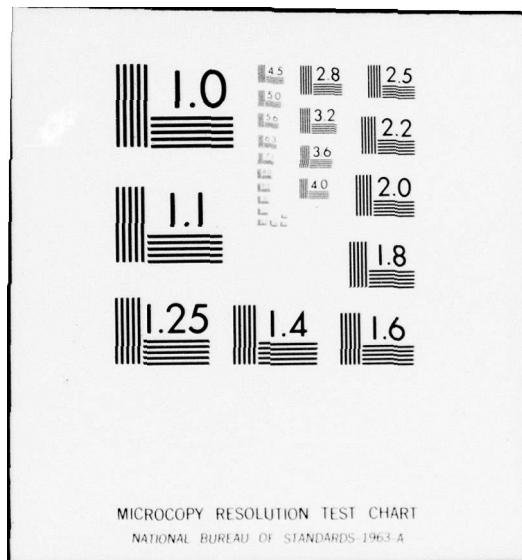
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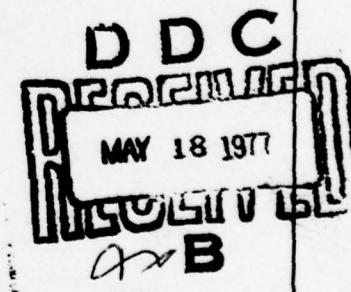




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**US ARMY INSTITUTE FOR ADVANCED RUSSIAN
AND
EAST EUROPEAN STUDIES**



STUDENT RESEARCH REPORT

THE ORGANIZATION OF SOVIET
INDUSTRIAL ENTERPRISES

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GARMISCH, GERMANY

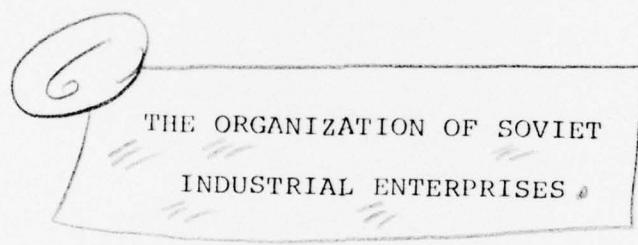
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⑨ Mr. Everett A. Rice

⑩ February, 1976

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FOREWORD

This research project represents fulfillment of a student requirement for successful completion of the overseas phase of training of the Department of the Army's Foreign Area Officer Program (Russian).

Only unclassified sources are used in producing the research paper. The opinions, value judgments and conclusions expressed are those of the author and in no way reflect official policy of the United States Government; Department of Defense; Department of the Army; Department of the Army, Office of the Assistant Chief of Staff of Intelligence; or the United States Army Institute for Advanced Russian and East European Studies.

Interested readers are invited to send their comments to the Commander of the Institute.


RICHARD P. KELLY
LTC, MI
Commander

SUMMARY

In this paper the author presents a general description of how Soviet industrial enterprises are organized. The structures of both production and support management are examined. Organizational charts are provided for typical small and large enterprises, as well as for a hypothetical medium-sized plant.

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INTRODUCTION

The purpose of this paper is to present a general description of how Soviet industrial enterprises are organized. It is not designed to examine the much broader category of "production enterprise" (proizvod-stvennoe predpriiatie), which would by definition include state farms, mines, logging operations, etc. Here structures differ so radically that general statements would be very difficult, if not impossible, to make. Neither is the paper designed to examine in detail the organizational structure of specific enterprises or even enterprises of a specific ministry. The term "industrial enterprise" (promyshlennoe predpriiatie) is meant to encompass factories and plants engaged in processing or manufacturing any of a wide range of materials and products, from metal and building materials through industrial equipment and agricultural machinery to consumer goods and sophisticated electronic equipment.

The organizational charts presented in this paper are primarily meant to represent independent enterprises, those not affiliated with a production association (ob"edinenie). The charts do apply, at least in part, to affiliated enterprises as well, particularly to those in associations without strict central control, where individual enterprises maintain a measure of

autonomy.

Even among independent industrial enterprises structures vary significantly. Soviet sources repeatedly point out that there is no single, fixed organizational model which could conceivably be applied to the wide variety of enterprises operating in the Soviet economy. Structures vary according to plant size and volume of output, to the type and technical complexity of production, and to the level of automation and mechanization a plant has attained.

Soviet sources also point out that there nevertheless is much in common among enterprise organizational schemes. Although there is no evidence of uniformity being enforced from the highest levels, ministries are encouraged to develop model organizational schemes for enterprises under their jurisdiction. These models are apparently not followed slavishly, but neither can they be ignored in organizing enterprises within a given ministry.

Logic demands essential similarities in enterprise organization, irrespective of ministry. Management functions remain basically the same in all branches of industry. Economists and managers, those men responsible for enterprise organization, have similar training and experience. Finally, interaction among enterprises of various ministries cannot help but be facilitated by similarities in organizational structure.

The organizational charts presented in this paper are not taken from specific Soviet sources, but rather are derived from a comparison and study of a number of charts and organizational schemes. An attempt has been made to generalize - to include departments, offices, and posts appearing on a number of charts, while eliminating those appearing relatively rarely or seen as typical of a specific industry. The organizational charts are preceded by a brief discussion of management functions, as seen by Soviet economists, and by a summary of how these functions are distributed among the various possible departments and offices.

To aid in equating the English terms used in this study to terms found in Soviet sources, a short glossary is provided at the end of the paper.

Mr. Constantine Krylov, Professor of Economics at the U. S. Army Russian Institute, has been of great help in preparing this study. His comments have aided in sifting through Soviet sources, and his course *con-spectus* has provided information on departments and functions absent from Soviet discussions of plant organization.

MANAGEMENT FUNCTIONS

The functions of Soviet enterprise management are variously defined. A common breakdown of basic functions, one which was encountered, with slight differences

in terminology and emphasis, in several sources, comes from a work on management theory edited by G. Kh. Popov.¹

Five functions are briefly described:

- (1) economic (planning, finances, and accounting);
- (2) technical (design and technological support);
- (3) organizational (the direct organization and control of production);
- (4) commercial (supply and marketing); and
- (5) administrative (predominantly personnel matters, including organization of personnel services).

In another Soviet source² a more elaborate twelve-point breakdown of management functions is set forth:

- (1) general line management (see function 3 above);
- (2) selection, placing and training of personnel;
- (3) planning and regulating production (long and short-term planning, including setting and monitoring daily production targets, organization of in-plant material supply);
- (4) technical preparation for production (general responsibility for technical improvements in production, technical support, including introduction of state standards and maintenance of a technical library or archives, implementation of worker-generated improvements and inventions, design of new products and design improvements in existing products, supply of blueprints to production shops,

responsibility for supply of and improvement in tools);

- (5) technical services to production (general maintenance, heat and energy supply);
- (6) control of production quality;
- (7) organization and payment of labor (includes setting norms, improvements in work practices);
- (8) material and technical supply (supply of new equipment and of materials - raw materials and semi-finished products - for production);
- (9) marketing of production;
- (10) financial activities;
- (11) accounting operations; and
- (12) business correspondence and housekeeping services (includes janitorial services and services to personnel, such as housing, cafeterias, nurseries, etc.).

The manner in which these functions are distributed among a varying number of departments and offices determines the organizational structure of a given enterprise.

Soviet enterprise management can conveniently be divided into two basic types: production management and support management. Production management - commonly called the "line apparatus" (lineinyi apparat) in Soviet sources - has direct responsibility for

organizing and controlling the production process.

Support management - often referred to as the "functional apparatus" (funktsional'nyi apparat) by Soviet economists - provides white-collar support (design, accounting, marketing operations, etc.) to production, and also is responsible for organizing and controlling blue-collar support (repair work, energy supply, transport, etc.) for the production shops.

PRODUCTION MANAGEMENT

Production management, as already mentioned, has direct responsibility for the production process, for the day-to-day operation of the basic production shops and sections.

The charts on page 9 outline the nature of this management structure for typical small, medium, and large enterprises. Although Soviet sources repeatedly stress the direct subordination of basic production shop superintendents to the enterprise director, it can be seen from the charts that, except for small enterprises, an intermediate level may exist between director and shop superintendent.

In the case of medium-sized enterprises, two basic possibilities exist, both involving the Production and Dispatch Department. This department can be subordinate to the Director (as shown on the chart), or it can be made subordinate to the Chief Engineer. In either case

it has responsibility for setting up and monitoring short-term (including daily) production targets, and for organizing and coordinating intra-plant supply of the materials necessary for production. In the latter case the Chief Engineer is responsible not only for technical matters, but also (with the Director) for organizing and controlling production.

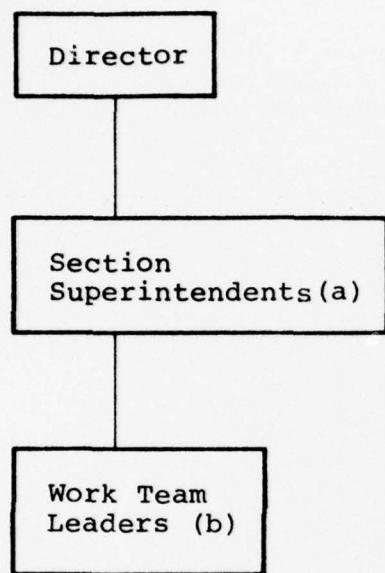
In large enterprises the Production and Dispatch Department is normally subordinate to the Production Manager, the person with whom the production shop superintendents must deal in day-to-day production matters. In very large enterprises another level of management may exist between the Production Manager (usually having the rank of Deputy Director for Production in these cases) and the shop superintendents. This intermediate level can be called either a Division (korpus), which is headed by a Division Manager, or a Production Group (proizvodstvo), headed by a Production Manager. This "Production Manager", of which there may be several in a very large enterprise, all subordinate to the Deputy Director for Production, should not be confused with the single Production Manager of somewhat smaller enterprises. Each Production or Division Manager is assisted by a management staff, similar in make-up, but larger than, the apparatus of the Shop Superintendent.³

In small plants the section superintendents or foremen (here the shop level, with its accompanying management apparatus, is usually omitted) are more or less directly subordinate to the Director. Even in the case of small enterprises, however, the Director is assisted in day-to-day production matters by that office or working group of the Planning and Production Department which handles short-term planning.⁴

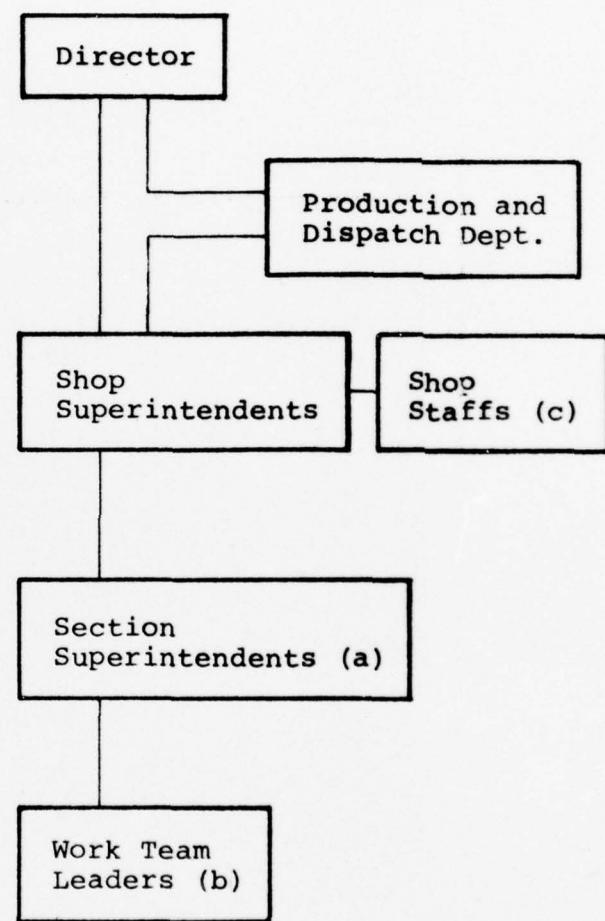
Additional notes concerning production management follow the charts.

Diagram 1: Production management structure for typical (1) small, (2) med

(1)

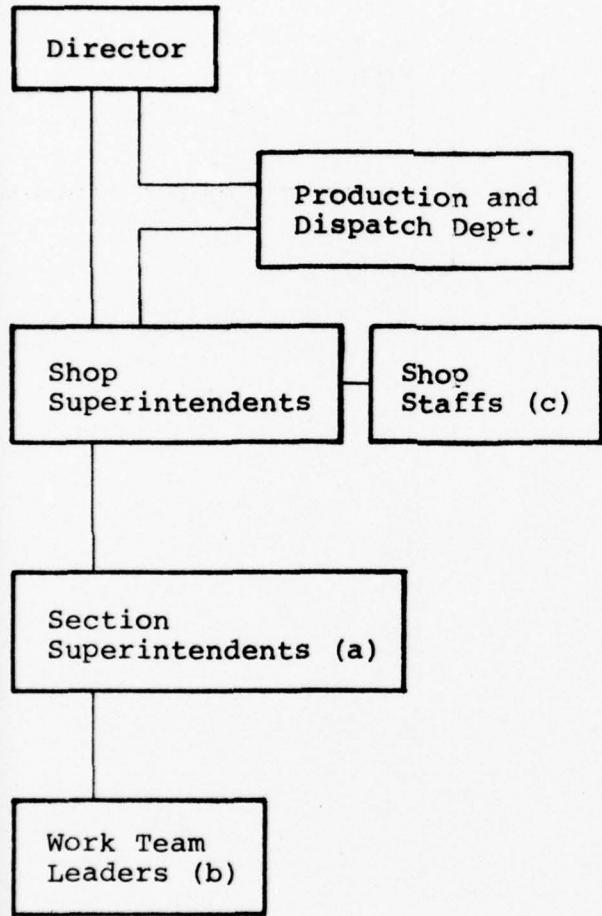


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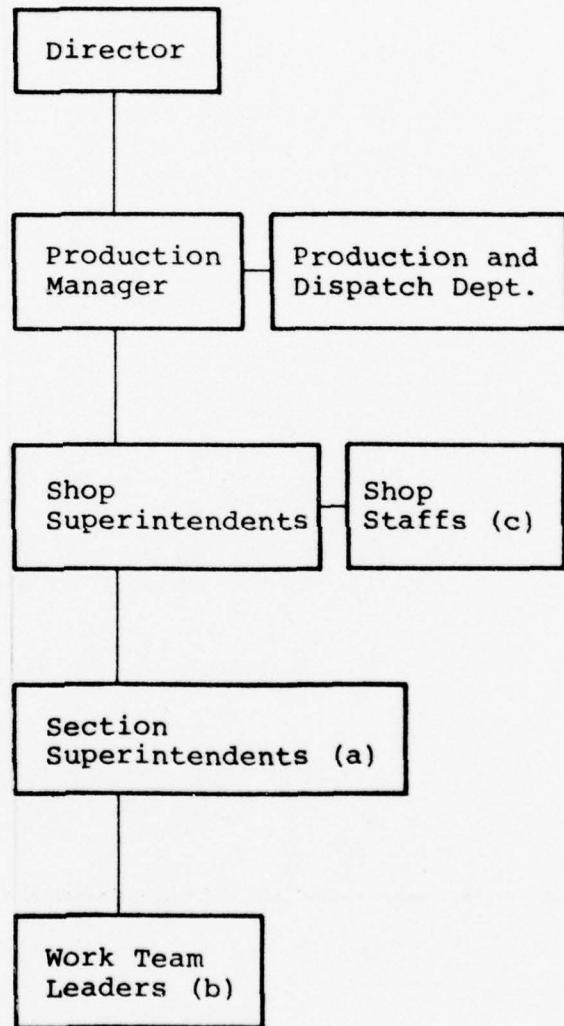


Management structure for typical (1) small, (2) medium, and (3) large enterprises.

(2)



(3)



Notes:

- (a) Very large production sections are headed by a Section Superintendent. Smaller sections may be run by a Senior Foreman or even, in the case of very small sections, by a Foreman. Section superintendents or senior foremen ordinarily have several foremen (sometimes called shift foremen) working for them. The work team leaders are responsible to the foremen.
- (b) Work team leaders (sg. brigadir) do not appear on all Soviet organizational charts as part of the production management apparatus. Indeed, some small production sections are not further subdivided into work teams. This lowest level production element is, however, very common in Soviet enterprises. Its leader is ordinarily not excluded from production work to devote his time to supervising, but rather receives extra pay to oversee and assist the small group of workers with whom he or she works.
- (c) The shop management staff is normally made up of the following offices: the Technical Office, the Production and Dispatch Office, the Office of Labor and Wages, the Quality Control Office, the Planning and Economic Office, the Accounting Office, and the Repair Office. The duties of

these offices may be carried out by individuals in very small shops (shop Mechanic instead of Repair Office, shop Economist instead of Planning and Economic Office, etc.). These offices or individuals carry out the same tasks at the shop level as the similarly named departments do at the plant level.⁵ Their subordination may properly be considered to be dual - to the Shop Superintendent and to the corresponding department at the plant level. Their functions are, of course, primarily of a support nature.

SUPPORT MANAGEMENT

The responsibilities of Soviet enterprise management have already been outlined. The chart on pages 13-14 shows how the responsibilities of support management might be distributed in a small, medium, and large enterprise.

The terms "small", "medium", and "large" must be approached with some caution. Precise definitions for them are, as might be expected, impossible to find. One source,⁶ which discusses the machine-building industry as a model, provides a seven-level breakdown, by number of workers employed, of plants in that branch of industry. Using these figures as a guide, a "small" plant would have 500 or less workers, a "large" plant -

10,000 or more workers, with a "medium" plant falling somewhere between these two extremes.

Number of workers, of course, is only one factor influencing plant organization. Also to be considered, as mentioned earlier, are volume of output, type and technical complexity of production, and the levels of automation and mechanization which a plant has attained.

A plant, if extensively automated, could produce a large quantity of goods while employing considerably less than 10,000 workers. Requirements for personnel management might, therefore, be on the level of a "medium" or even "small" plant, while technical support, supply, and marketing functions would require extensive staffs. Alternately, a plant producing relatively simple consumer goods might, due to the type of production and level of mechanization, employ a large number of workers. The supply, marketing, and personnel functions might, therefore, be distributed as in a "large" plant, while the technical support functions might be effectively carried out by a "small" plant structure.

The notes following the chart give alternate names for some departments and offices.

Diagram 2: Distribution of support management functions among departments and large enterprises.

Function	Small Enterprise	Medium Enterprise
Selection, placing, and training of personnel		Personnel Department (a)
Planning and regulation of Production	Planning and Production Department (c)	Planning and Economic Department (b)
Technical preparation for Production	Technical Department	Technological Dept. (e) Design Department (d) Tool Department (f)
Technical services to production	Energy and Repair Department (i)	Department of the Chief Mechanic Department of the Chief Engineer
Control of Production quality		Quality Control Department
Organization and Payment of Labor		Department of Labor and Welfare

n of support management functions among departments of typical small, medium, enterprises.

Small Enterprise

Medium Enterprise

Large Enterprise

d	Personnel Department (a)	Personnel Department
n	Planning and Production Department (c)	Planning and Economic Department
for	Production and Dispatch Dept. (d)	
Technical Department	Technological Dept. (e)	Technological Dept. (e)
Energy and Repair Department (i)	Technological Dept. (e)	Office for Inventions and Improvements (f)
	Design Department (h)	Office of Technical Information (g)
	Tool Department	
	Department of the Chief Mechanic	Department of the Chief Mechanic
	Safety Office (j)	
	Department of the Chief Power Engineer	
	Quality Control Department	
	Department of Labor and Wages (k)	

Diagram 2 (continued)

Function	Small Enterprise	Medium Enterprise	L
Material and technical supply	Department of Supply and Marketing	Supply Department (1)	S
Marketing of Production		Marketing	D
Financial Activities	Accounting Department (n)	Financial	C
Accounting Operations		Accounting	A
Business Correspondence and Housekeeping Services	Designated Individuals	Administrative and Housekeeping Dept. (o)	H
			S

Enterprise Medium Enterprise Large Enterprise

ment of Supply Marketing	Supply Department (l)	Supply Department
		Department of External Cooperation (m)
	Marketing Department	
ounting partment (n)	Financial Department	
	Accounting Department (n)	
ited Individuals	Administrative and Housekeeping Dept. (o)	Administrative and Housekeeping Dept. (o)
		Housing and Communal Services Department

2

Notes:

- (a) also called the Department of Personnel and Technical Training
- (b) also called the Personnel Training Department
- (c) sometimes called simply the Planning Department
- (d) sometimes called simply the Production Department
- (e) also called the Department of the Chief Technologist
- (f) also called the Office for Workers' Inventions
- (g) also called the Office of Scientific and Technical Information
- (h) also called the Department of the Chief Designer
- (i) also called the Department of the Chief Mechanic and Chief Power Engineer
- (j) also called the Office of Working Conditions and Safety
- (k) also called the Department for Organization of Labor and Wages
- (l) also called the Department of Material and Technical Supply
- (m) also called simply the Department of Cooperation
- (n) also called the Central (or Main) Accounting Department
- (o) sometimes called simply the Housekeeping Department

The following charts show organizational structures for typical small, medium, and large industrial enterprises. They of course reflect the individual managers as well as the departments which take part in managing the enterprise.

First among the individual managers is the plant Director, who is in overall charge of the enterprise and is responsible for all aspects of its operation. He carries out his duties on the principle of "one man management" (edinonachalie) and has very broad powers, within limits prescribed from above.

The Director is assisted in his work by a varying number of deputies and assistants. Plants of all sizes normally have a Chief Engineer, who is considered to be the First Deputy Director. He is responsible for technical support and, in some cases, assists the director in controlling day-to-day production.⁷

Medium and larger plants normally have two more deputy directors. The Deputy Director for Commercial Matters (also called the Deputy Director for Material and Business Matters) is primarily responsible for supply and marketing. He may also, in some cases, be responsible for services to personnel. The Chief Economist (or Deputy Director for Economic Matters) has overall responsibility for planning and financial matters, and occasionally for accounting operations

as well.

In large enterprises there regularly exist the posts of Production Manager (sometimes with the rank of Deputy Director), and Assistant to the Director for Personnel and Services. The former, although commonly considered by Soviet sources to be part of support management, could better be considered as part of production management. It is with him that shop superintendents must deal on a daily basis.

A large enterprise would typically, then, have five assistants to the director, each having responsibility for one of the basic management functions outlined at the top of page 4. All of these high-level managers are assigned and removed not by the enterprise director but by higher authority. This is done to make them (theoretically at least) less dependent on the will of the director, thereby encouraging a measure of independence and initiative. The Chief Accountant and Chief of the Quality Control Department are also assigned by higher authority, which underlines their roles as state watchdogs over the financial discipline (and plan fulfillment in financial terms), and production quality of the enterprise.

Following the charts are a series of notes which explain major variations in the schemes.

Diagram 3: Organizational chart for a typical small enterprise

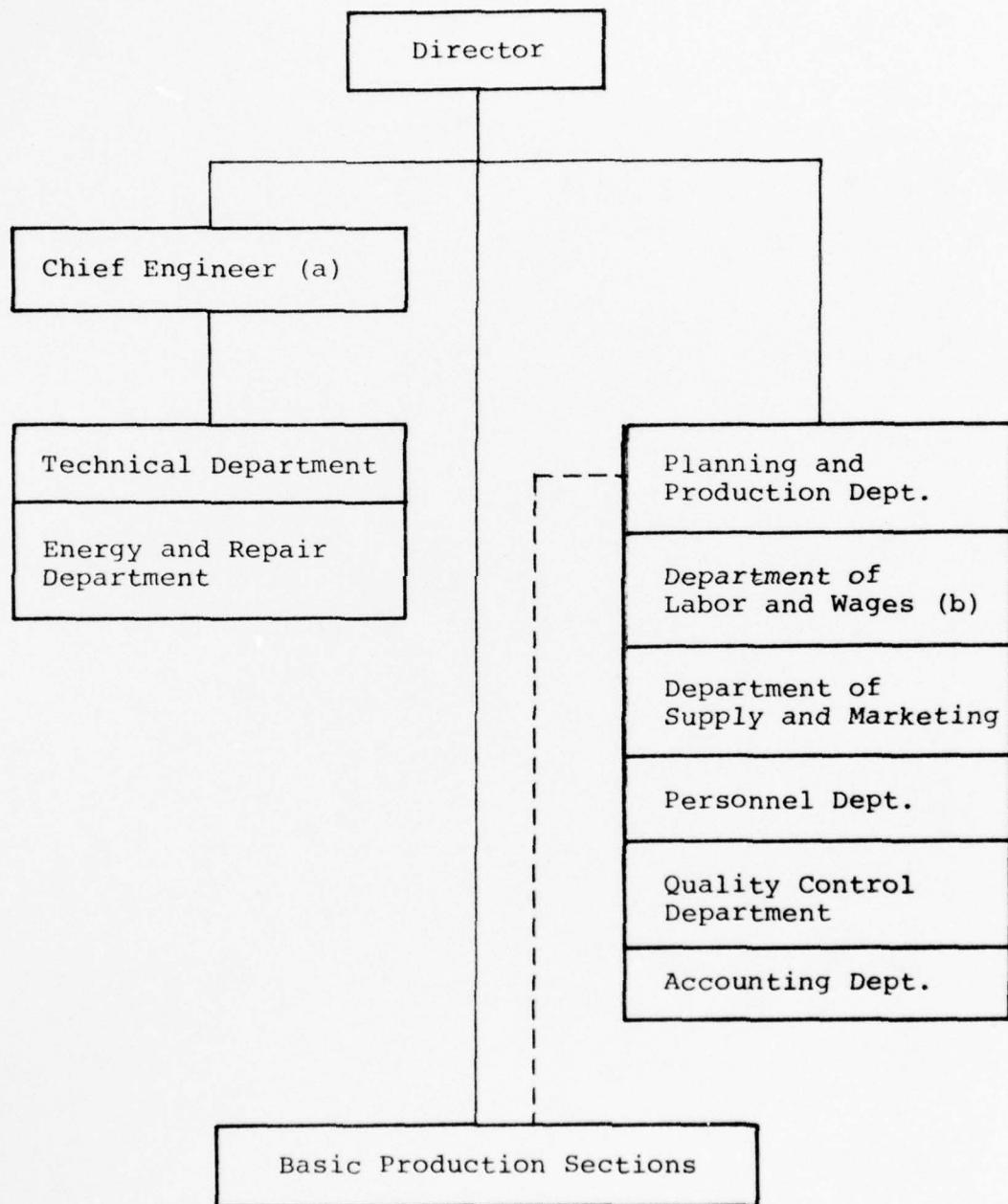


Diagram 4: Organizational chart for a medium-sized enterprise

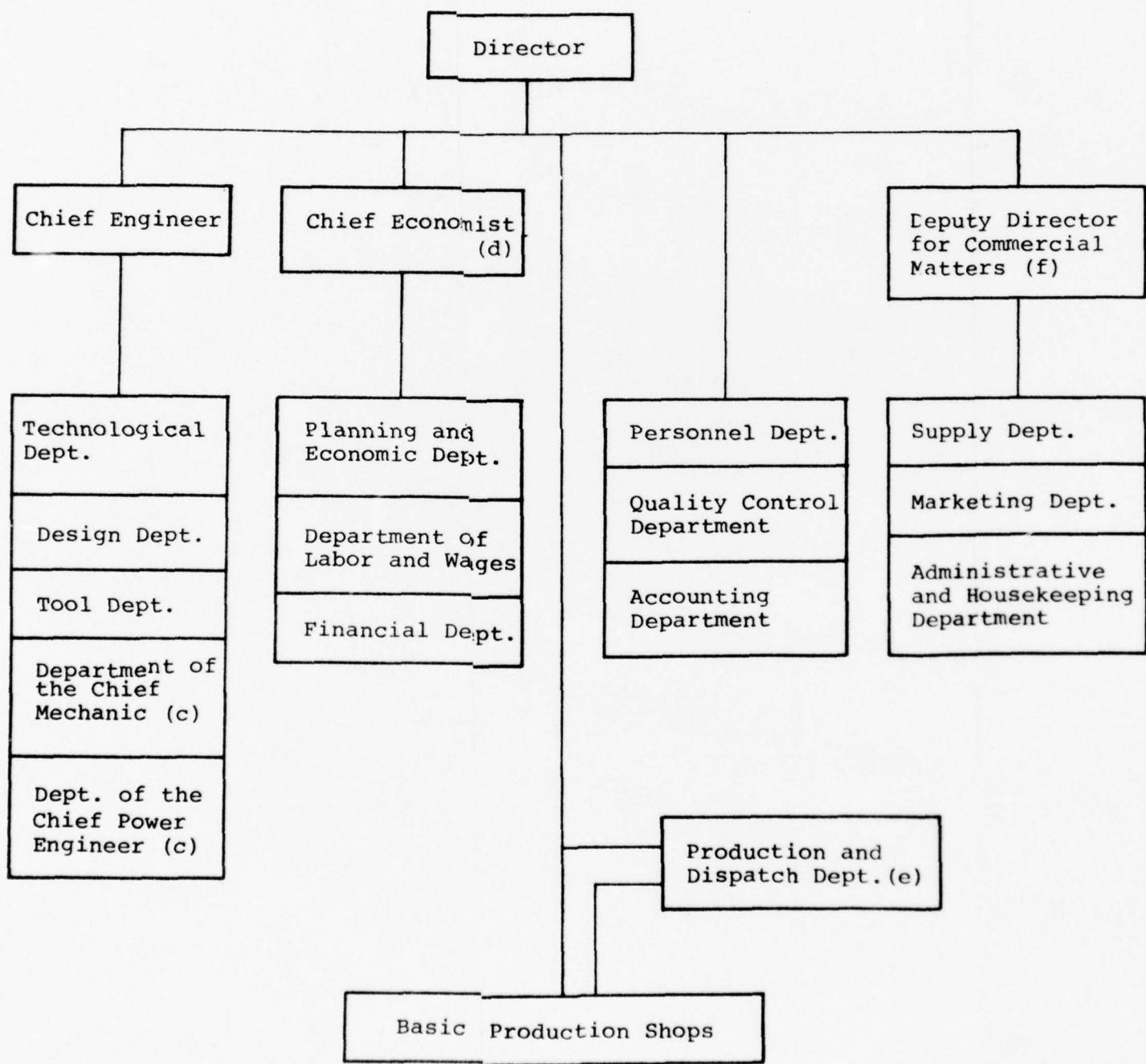


Diagram 5: Organizational chart for a typical large enterprise

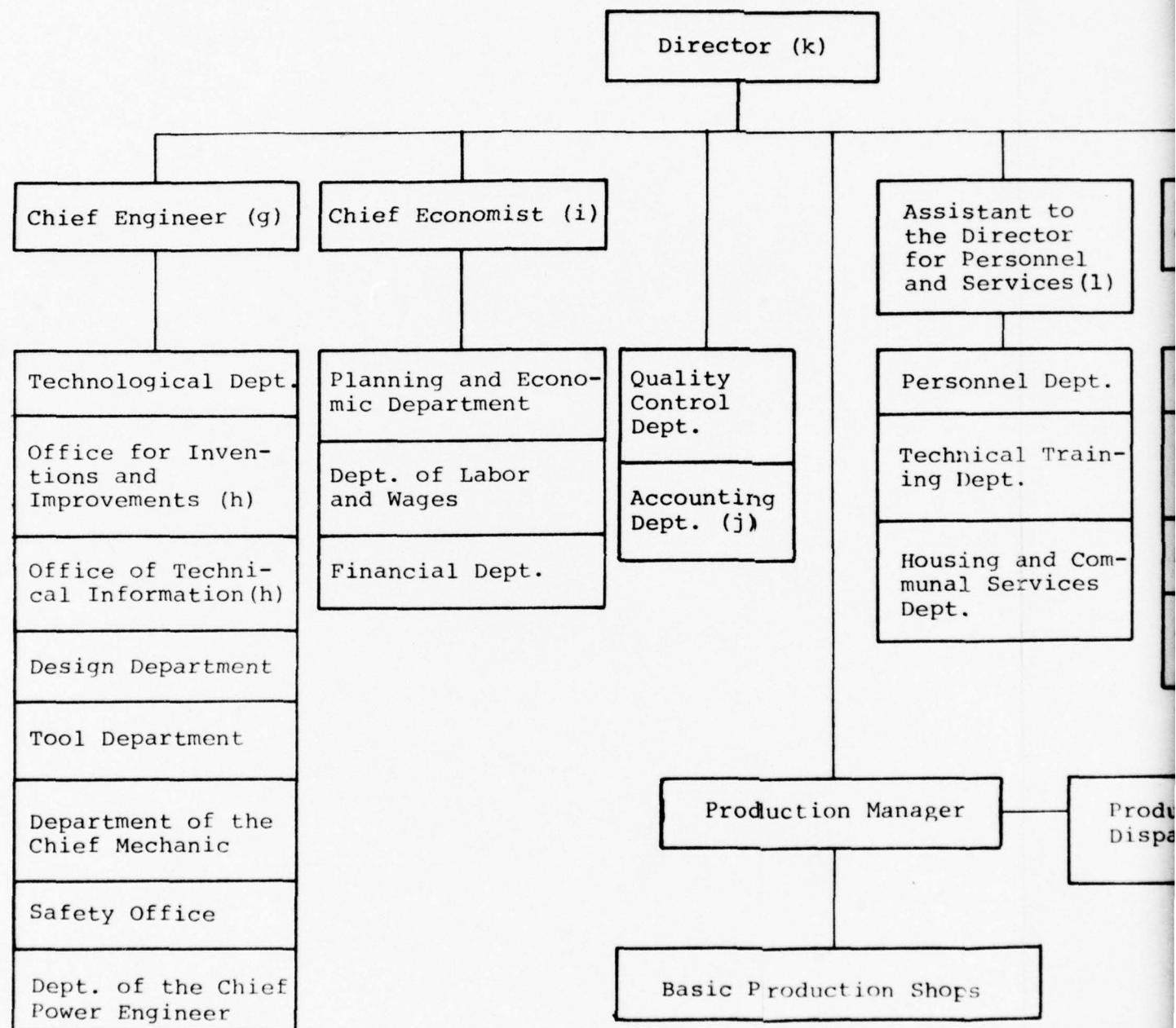
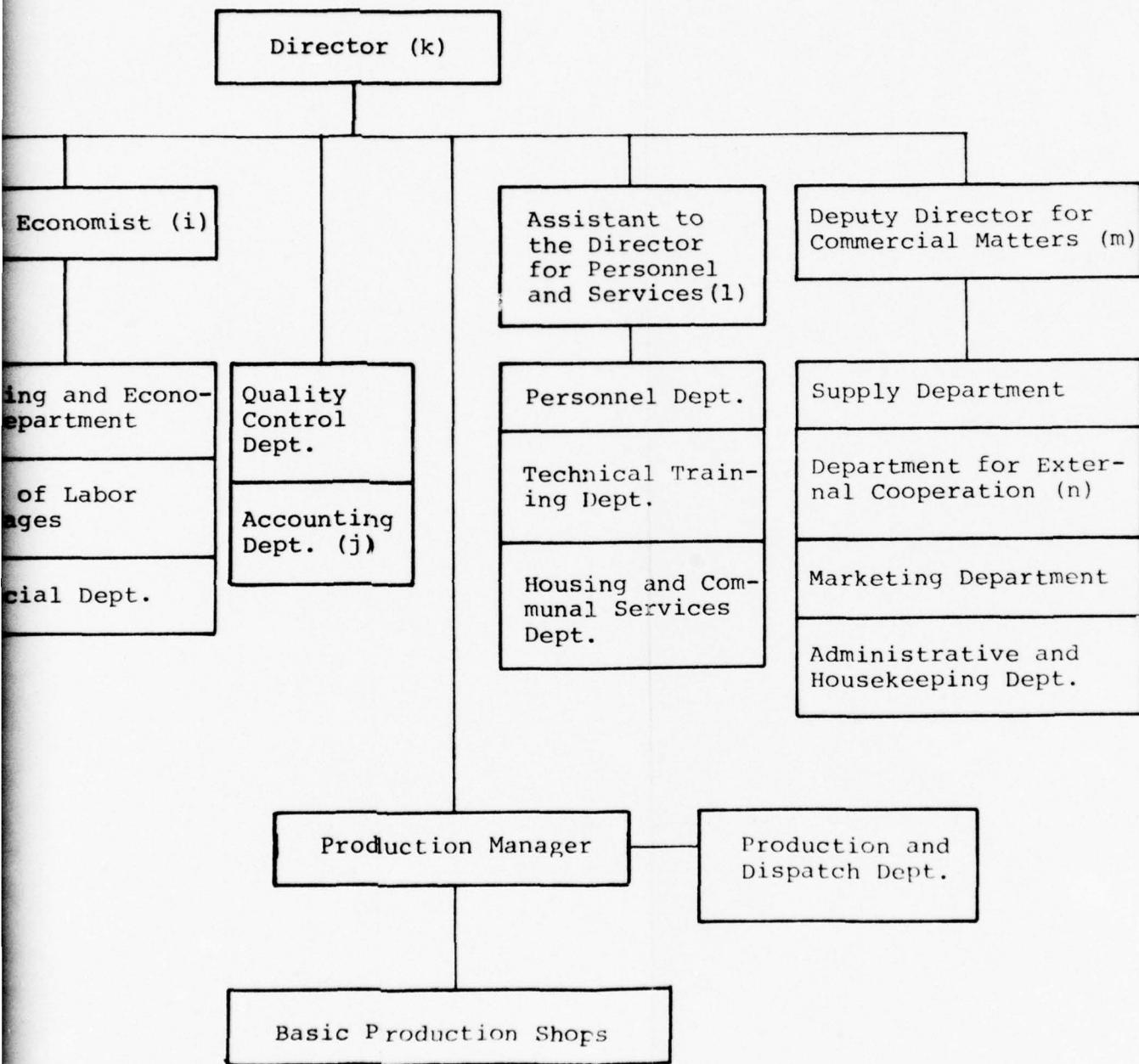


chart for a typical large enterprise



Notes:

- (a) In very small factories the post of Chief Engineer is sometimes eliminated. The departments normally subordinate to him would then be subordinate directly to the Director.
- (b) In small plants the Department of Labor and Wages is sometimes eliminated. Its functions are either carried out by the Planning and Production Department or shared between the Planning and Production Department and the Technical Department.
- (c) In some medium-sized plants the Departments of the Chief Engineer and the Chief Power Engineer are combined into a single Energy and Repair Department (as in a small plant), particularly if the plant does not operate its own power station.
- (d) The post of Chief Economist is absent from some medium-sized plants. Departments normally subordinate to him become subordinate directly to the Director.
- (e) In medium enterprises the Production and Dispatch Department is often shown on organizational charts as subordinate to the Chief Engineer. This is a significant departure from the standard scheme and makes the Chief Engineer responsible not only for technical matters, but also (with the Director) for day-to-day production activities. In these

cases he functions both as part of production and support management.

- (f) Medium enterprises having a significant quantity of plant-run housing regularly maintain a Housing and Communal Services Department. When such a department exists it is usually made responsible to the Deputy Director for Commercial Matters.
- (g) Other, more specialized departments occasionally appear on organizational charts of large enterprises under the Chief Engineer. These departments include the following: the Department for Material Norms (with the responsibility of determining and monitoring the quantity of materials needed for each unit of production); the Department for Standardization and Normalization of Production (responsible for ensuring maximum interchangeability of parts among goods produced by the plant); and the Department of Mechanization and Automation. The post of Chief Metallurgist (with a supporting Department of the Chief Metallurgist) is often seen in plants with extensive metal-working capabilities. If a plant has a Central Laboratory, it is normally made subordinate to the Chief Engineer. If a plant is large enough to have a Computer Center (for solving technical and design problems), the center will

ordinarily be placed under the control of the Chief Engineer.

- (h) The Office for Inventions and Improvements (Office for Workers' Inventions) and the Office of Technical Information are sometimes combined into a single Office for Workers' Inventions and Technical Information.
- (i) If a plant has a Data Processing Center (which, as a rule, uses less sophisticated equipment than is common in the West) it will ordinarily be subordinate to the Chief Economist, as will the Laboratory for Economic Analysis, if one exists. The Laboratory (or Office) for the Scientific Organization of Labor, a popular element in plant management schemes today, is also subordinate to the Chief Economist, either directly or indirectly as a sub-element of the Department of Labor and Wages.
- (j) Some recent Soviet organizational charts place the Accounting Department under the Chief Economist, rather than in direct subordination to the Director. In either case this department, responsible as it is to higher economic authority, remains semi-autonomous in its activities.
- (k) The directors of large enterprises may have additional departments subordinate directly to them.

If a plant undertakes a significant amount of capital construction and does so with its own resources (rather than with ministry funds), a Capital Construction Department is organized and made directly subordinate to the Director. This department normally does not have its own construction workers, but rather contracts with outside organizations for the work and then monitors its progress.

Although not shown on Soviet charts, every enterprise has what is called a "Special Department." In plants having no military-related production, this department maintains mobilization plans and other classified documents and arranges for their secure transmittal, and also serves as a link with secret government agencies, including the KGB. In plants whose production includes military or otherwise sensitive items, the Special Department controls access to "special" production shops, and even controls to a large extent the work of these shops.

Plants supplying the military, even if only with a small part of their production, also have assigned to them a Military Representative (sometimes called the Military Procurement Officer), with whom the Director must deal. He is not part

of the Special Department and in fact is not even subordinate to the enterprise director. The Military Representative may be supported by his own department (Department of the Military Representative). He is responsible for the quality of goods accepted for use by the military and has absolute say over whether or not such goods will be accepted. In matters of military supply it would not be an exaggeration to say that the Director works for him.

The Director is advised by a Production and Technical Council, made up of the Chief Engineer, other leading technical and management personnel of the plant, and experienced workers. The group fulfills a purely consultative function and cannot impose its recommendations on the Director. Its recommendations can be implemented only with approval of the Director.

The Director must also deal with the plant party and labor union committees. The Secretary of the Party Committee has considerable power in his role as party spokesman and watchdog. He relays party decisions and instructions to the Director and is responsible for ensuring party discipline at the plant. The Director, however, is also invariably a party member, and a very

influential one at that. In some cases it is with his knowledge and even approval that party secretaries are chosen and assigned. In other cases, the power of the Party Secretary may equal or even exceed that of the Director.

The Director must consult the plant Labor Union Committee on some matters. He cannot, for example, discharge a worker without approval of this organ. Labor union committees as a rule do not challenge the Director, however, and their chief function must be considered to be that of helping to increase the efficiency and output of the workers.

(l) Workers' Supply Departments exist at some plants.

They are responsible for operating stores and other services (canteens, etc.) for the workers, and often even go so far as to manage agricultural undertakings for the purpose of providing food-stuffs for worker consumption. The Workers' Supply Departments are presumably subordinate to the Assistant to the Director for Personnel and Services either directly, or indirectly as a part of the Housing and Communal Services Department.

(m) Some plants have a separate Transportation Department, which is responsible for receipt of materials and shipping of completed production. It is made subordinate to the Deputy Director for

Commercial Matters. The Legal Office, if one exists, is usually made subordinate to this same deputy director. In some cases it may be directly subordinate to the Director, however.

(n) Even in large enterprises the Department for External Cooperation (which is responsible for coordinating details of materials and semi-finished products with suppliers) is sometimes omitted and its function taken over by the Supply Department.

The production management apparatus controls the basic production shops - those shops directly involved in producing the items for which a given plant is responsible. Other shops, classified as either auxiliary or service shops, do not participate directly in the production process, but rather provide blue-collar support to the production shops. In this category we find repair shops, toolmaking shops, experimental shops, power stations, warehouses, shipping and receiving services, etc. Also mentioned are ancillary shops - those shops which produce non-plan items (usually consumer goods) from the scrap left over from basic, planned production.

These secondary shops are usually subordinate to one of the support departments, which organize the work of the shops, but do not participate in the physical rendering of the services. The following list summarizes the subordination of the most commonly seen services and secondary shops.

<u>Shop or Service:</u>	<u>Subordinate to:</u>
Experimental Shop	Chief Designer or Design Dept.
Tool Shop	Tool Department
Building Repair Shop	Chief Mechanic
Mechanical Repair Shop	Chief Mechanic
Power Plant	Chief Power Engineer

Electrical Repair Shop	Chief Power Engineer
Central Warehouse	Supply Department
Warehouse for Completed Production	Marketing Department
Packing Fabrication Shop	Deputy Director for Commercial Matters or Marketing Department
Transportation Shop (responsible for shipping and receipt of goods)	Transportation Department or Deputy Director for Commercial Matters
Utilization Shop (that shop making non-plan goods from scrap or left-over materials)	Deputy Director for Commercial Matters or Marketing Department
Inter-shop Warehouses	Production and Dispatch Department
Intra-plant Transport	Production and Dispatch Department
Special Shop (produces military or otherwise sensitive items)	Director (nominally); Special Department (actually)

GLOSSARY

Accounting Department (or Office)	Бухгалтерия
Administrative and Housekeeping Department	Административно-хозяйственный отдел
Assistant to the Director for Personnel and Services	Помощник директора по кадрам и бытовым вопросам
Building Repair Shop	Ремонтно-строительный цех
Capital Construction Department	Отдел капитального строительства
Central Accounting Department	Центральная бухгалтерия
Central Laboratory	Центральная лаборатория
Central Warehouse	Центральный склад
Chief Accountant	Главный бухгалтер
Chief Designer	Главный конструктор
Chief Economist	Главный экономист
Chief Engineer	Главный инженер
Chief Mechanic	Главный механик
Chief Metallurgist	Главный металлург
Chief Power Engineer	Главный энергетик
Computer Center	Вычислительный центр
Data Processing Center	Машиносчётная станция
Department of the Chief Designer	Отдел главного конструктора
Department of the Chief Mechanic	Отдел главного механика
Department of the Chief Mechanic and Chief Power Engineer	Отдел главного механика и главного энергетика

Department of the Chief Metallurgist	Отдел главного металлурга
Department of the Chief Power Engineer	Отдел главного энергетика
Department of the Chief Technologist	Отдел главного технолога
Department of Cooperation	Отдел кооперации
Department of External Cooperation	Отдел внешней кооперации
Department of Labor and Wages	Отдел труда и зарплаты
Department for Material Norms	Отдел материальных нормативов
Department of Material and Technical Supply	Отдел материально- технического снабжения
Department of Mechani- zation and Automation	Отдел механизации и автоматизации
Department of the Military Representative	Отдел военного представителя
Department for Organiza- tion of Labor and Wages	Отдел организации труда и зарплаты
Department of Personnel and Technical Training	Отдел кадров и технического обучения
Department for Stan- dardization and Normali- zation of Production	Отдел стандартизации и нормализации производства
Department of Supply and Marketing	Отдел снабжения и сбыта
Deputy Director for Commercial Matters	Заместитель директора по коммерческим вопросам
Deputy Director for Economic Matters	Заместитель директора по экономическим вопросам
Deputy Director for Material and Business Matters	Заместитель директора по материально-хозяйственным вопросам

Deputy Director for Production	Заместитель директора по производству
Design Department	Конструкторский отдел
Director	Директор
Division Manager	Начальник корпуса
Electrical Repair Shop	Электро-ремонтный цех
Energy and Repair Department	Энерго-механический отдел
Experimental Shop	Экспериментальный цех
Financial Department	Финансовый отдел
Foreman	Мастер
Housekeeping Department	Хозяйственный отдел
Housing and Communal Services Department	Жилищно-коммунальный отдел
Inter-shop Warehouse	Межцеховой склад
Intra-plant Transport	Внутризаводской транспорт
Laboratory for Economic Analysis	Лаборатория экономического анализа
Laboratory for the Scientific Organization of Labor	Лаборатория научной организации труда; НОТ
Labor Union Committee	Профсоюзный комитет
Legal Office	Юридическое бюро
Main Accounting Department	Главная бухгалтерия
Marketing Department	Отдел сбыта
Mechanical Repair Shop	Ремонтно-механический цех
Military Procurement Officer	Военный приемщик
Military Representative	Военный представитель

Office for Inventions and Improvements	Бюро изобретательства и рационализации
Office of Labor and Wages	Бюро труда и зарплаты
Office of Scientific and Technical Information	Бюро научно-технической информации
Office of Technical Information	Бюро технической информации
Office for Workers' Inventions	Бюро рабочего изобретательства; БРИЗ
Office for Workers' Inventions and Technical Information	Бюро рабочего изобретательства и технической информации
Office of Working Conditions and Safety	Бюро условий труда и техники безопасности
Packing Fabrication Shop	Цех по изготовлению упаковки и тары
Personnel Department	Отдел кадров
Personnel Training Department	Отдел подготовки кадров
Planning Department	Плановый отдел
Planning and Economic Department	Планово-экономический отдел
Planning and Economic Office	Планово-экономическое бюро
Planning and Production Department	Планово-производственный отдел
Power Plant	Силовая станция
Production Department	Производственный отдел
Production and Dispatch Department	Производственно-диспетчерский отдел
Production and Dispatch Office	Производственно-диспетчерское бюро
(Production) Division	Корпус

Production Group	Производство
Production Manager	Начальник производства
(Production) Section	Участок
(Production) Shop	Цех
Production and Technical Council	Производственно-технический совет
Quality Control Department	Отдел технического контроля
Quality Control Office	Бюро технического контроля
Repair Office	Ремонтное бюро
Safety Office	Бюро техники безопасности
Section Superintendent	Начальник участка
Senior Foreman	Старший мастер
Shift Foreman	Сменный мастер
Shop Superintendent	Начальник цеха
Special Department	Специальный отдел; Спецотдел
Supply Department	Отдел снабжения
Technical Department	Технический отдел
Technical Office	Техническое бюро
Technical Training Department	Отдел технического обучения
Technological Department	Технологический отдел
Tool Department	Инструментальный отдел
Tool Shop	Инструментальный цех
Transportation Department	Транспортный отдел
Transportation Shop	Транспортный цех
Utilization Shop	Утиль-цех

Warehouse for Completed
Production Склад готовой продукции

Workers' Supply Department Отдел рабочего снабжения; ОРС

Work Team Бригада

Work Team Leader Бригадир

FOOTNOTES

1. G. Kh. Popov (ed.), Funktsii i Struktura Organov Upravleniya, ikh Sovershenstvovanie (Moskva: Ekonomika, 1973), p. 166.
2. O. V. Kozlova (ed.), Nauchnye Osnovy Upravleniya Proizvodstvom (Moskva: Ekonomika, 1969), p. 62.
3. See p. 10, note c.
4. See chart on p. 18.
5. See chart on pp. 13-14.
6. Popov, pp. 156-157.
7. See p. 21, note e.

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